MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

BHR2834- HUMAN RESOURCE MANAGEMENT

(DE01)

13 OCTOBER 2017
3.00-5.00 p.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **SEVEN (7)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are THIRTY (30) questions in this section. Answer ALL questions.

1. All of the following topics are typically addressed during employee orientation **EXCEPT** _____.
   a) work behavior expectations
   b) employee benefits
   c) personnel policies
   d) wage curves

2. _____ focuses on helping an employee make long-term career plans, while _____ addresses an employee's short-term job skills.
   a) Mentoring; coaching
   b) Coaching; mentoring
   c) Recruiting; coaching
   d) Appraising; training

3. What is the final step in the ADDIE training process?
   a) Evaluating the program's successes or failures
   b) Rewarding employees for program participation
   c) Conducting a budget and needs analysis
   d) Training the targeted group of employees

4. _____ is a process for enabling employees to better understand and develop their career skills and interests and to use these skills and interests most effectively within the company and afterwards.
   a) Performance management
   b) Career management
   c) Career development
   d) Career planning

5. Nishkalan is a sales representative in a jewelry store. He typically works 40 hours per week and his pay is completely based on his sales. He earns a 5% commission for every sale he makes. Which of the following terms best describes Nishkalan's situation?
   a) Indirect financial compensation
   b) Time-based compensation
   c) Pay for performance
   d) Piecework pay

Continued....

6 According to Herzberg's Hygiene-Motivator theory, which of the following factors will most likely satisfy employees' higher-level needs?
a) Base salary
b) Achievement
c) Incentive pay
d) Co-worker relationships

7. Amy, an accounting supervisor, has been asked to provide training for her subordinates about new tax laws. In order to motivate the individuals who attend her training session, Amy should most likely do all of the following **EXCEPT** _____.
a) use as many visual aids as possible during the session
b) provide an overview of the material to be covered
c) give information in logical, meaningful sections
d) use new terminology and technical concepts

8 Jackie is working with a coach to identify her personal skills and interests. Afterwards, she will investigate opportunities that fit her skills and interests and set specific career goals. In which of the following activities is Jackie most likely participating?
a) Career management
b) Career development
c) Career planning
d) Job training

9. Which form of equity refers to the fairness of a job's pay rate in comparison to other jobs within the same company?
a) External
b) Internal
c) Individual
d) Distributive

10. _____ is a detailed study of the job to determine what specific skills the job requires.
a) Task analysis
b) Needs analysis
c) Training strategy
d) Development planning

11. Which of the following best describes the point method of job evaluation?
a) Ranking each job relative to all other jobs based on pay grade
b) Categorizing jobs into grades and classes based on specific rules
c) Deciding which jobs have a higher number of compensable factors
d) Identifying and quantifying the compensable factors present in a job

Continued....

12. Which of the following terms refers to an incentive plan in which a person is paid a sum for each item he or she makes or sells, with a strict proportionality between results and rewards?
    a) Variable pay
    b) Straight hourly pay
    c) Straight piecework
    d) Standard hour plan

13. All of the following are types of on-the-job training **EXCEPT** _____.
    a) programmed learning
    b) understudy method
    c) special assignments
    d) job rotation

14. _____ is a program where informal manager-employee exchanges such as praise, approval, or expressions of appreciation are given for a job well done.
    a) Merit pay
    b) Variable pay
    c) Performance feedback
    d) A social recognition program

15. Nonfinancial payments like health and life insurance, pensions, time off with pay, and child care facilities are examples of _____.
    a) competency-based incentives
    b) variable pay
    c) benefits
    d) bonuses

16. Which of the following is **NOT** one of the recommended guidelines for setting effective employee goals?
    a) Creating specific goals
    b) Assigning measurable goals
    c) Encouraging employees to participate in setting goals
    d) Administering consequences for failure to meet goals

17. Anne and Martha are both accountant supervisors at a large marketing firm. Anne works from 7:00 a.m. until 12:00 p.m. each day. Martha takes over the same position at 12:00 p.m. and works until 5:00 p.m. each day. Which of the following most likely describes this type of work arrangement?
    a) Flextime
    b) Job sharing
    c) Work sharing
    d) Compressed workweek

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18. International human resource management (IHRM) focuses on three main topics. Which of the following is **NOT** one of them?
    a) Comparing human resource management practices
    b) Managing human resources in global companies
    c) Domestic company partnerships
    d) Managing expatriate employees

19. _____ means making sure that the manager and the subordinate agree on the subordinate's job standards and the appraisal method to be used.
    a) SMART goals
    b) Defining the job
    c) Forced distribution
    d) Organizational development

20. Rita was terminated from her position as an accounts manager with Carson Financial, Inc. On her last day at work, Rita received a check for $3,500. Which of the following did Rita most likely receive from Carson Financial?
    a) Merit pay
    b) Annual bonus
    c) Severance pay
    d) Performance pay

21. In many European countries, _____ replace the union-based worker-management mediations typical in the U.S.
    a) work councils
    b) HR managers
    c) bargaining units
    d) corporate attorneys

22. Which performance appraisal tool requires supervisors to categorize employees from best to worst on various traits?
    a) Graphic rating scale
    b) Critical incident method
    c) Alternation ranking method
    d) Electronic performance monitoring

23. In regards to an employee's career development, it is the primary responsibility of the _____ to make career plans, set goals, and utilize development opportunities.
    a) recruiter
    b) employer
    c) employee
    d) HR manager

Continued....

24. Which of the following provides a fixed sum when employees reach a predetermined retirement age?
    a) Pension plan
    b) Social Security
    c) Group life insurance
    d) Workers' compensation

25. Which of the following is one of the primary complaints regarding the use of the forced distribution method for performance appraisals?
    a) Difficult to implement
    b) Harm to employee morale
    c) High costs of administration
    d) Time consuming to administer

26. Which of the following terms refers to a series of steps or levels within a pay grade?
    a) Pay metric
    b) Pay range
    c) Wage class
    d) Wage curve

27. Which term refers to payments companies make in connection with a change in ownership or control of a company?
    a) Pension
    b) Stock option
    c) Retirement bonus
    d) Golden parachute

28. The _____ problem occurs when supervisors tend to rate all their subordinates consistently low.
    a) leniency
    b) strictness
    c) halo effect
    d) central tendency

29. Peter is a German citizen working as a manager for Siemens in Freiberg, Germany. Siemens has facilities all over the world but its headquarters is in Germany. Peter is best categorized as a(n) _____.
    a) home-country national
    b) third-country national
    c) host-country national
    d) expatriate

Continued....

30. Call centers that service customers for firms like software and computer hardware companies are increasingly using employees in India to staff the telephones. This is an example of _____.
    a) outsourcing
    b) offshoring
    c) downsizing
    d) international staffing

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

a) Bukit Alam Group is a property developer with four hundred employees. As vice president of sales, Kristin Liew is responsible for conducting performance appraisals of twenty employees under her direct supervision.

Discuss **five (5)** best practices that Kristin can adopt to ensure fairness in the performance appraisals.

[10 marks]

b) Apart from performance appraisals, why do superiors also need to pay attention to career development of subordinates?

[10 marks]

[Total=20 marks]

QUESTION TWO

a) Homelife, a national chain of budget furniture stores, employs nearly 800 workers. Due to changing consumer expectations and stiffer competition, it is stepping up efforts to enhance the quality of its product lines. Homelife's upper management is considering the implementation of a new social recognition scheme to encourage innovation and creativity among its employees.

As you are the Homelife HR Director, recommend **six (6)** suitable social recognition initiatives that managers can implement to encourage innovative and creative behaviors among Homelife employees.

[18 marks]

Continued....

b) Why do companies need to align total employee rewards with their organizational strategy?

[2 marks]

[Total=20 marks]

QUESTION THREE

Define `international human resource management' (IHRM). Analyze how cultural, legal and economic differences greatly influence the way HR managers manage their firms' global human resource activities.

[Total=20 marks]

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